

CULTURE AND DEVELOPMENT RESOURCE CENTRES AT THE BUGANDA ROYAL PALACE, MMENGO, KAMPALA, UGANDA

A CONCEPT NOTE

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JUNE 2006

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1.0 BACKGROUND

Authors differ markedly in their estimation of the date Buganda monarchy was established. For example, T. Nsobyia (2000) and R. Reid (2000) date it to AD 420 and the 1500s, respectively. However, there is broad agreement that the monarchy ~~was~~ is the institutional apex of cultural, political, religious, social, and symbolic activities in Buganda kingdom, while the king's palace was the spatial focus of these activities (A.Kaggwa, 1971, M.Kiwanuka, 1971). However, Buganda and the monarchy have since undergone fundamental transformations brought about, notably, by colonial rule, world religions, and other modernizing agencies. The single most potent changes were brought about by the total destruction of the royal palace at Mmengo, Kampala, and the abolition of the monarchy itself by the government of Uganda in 1966. But, when, in 1993, the government restored the monarchy as a cultural institution, Buganda kingdom was presented with both a *gold mine and a major challenge of transforming it into a modern institution* appealing to people of different backgrounds. Renovation of the residential palace at Mmengo is under way while various blue prints of the restoration of the entire palace (development of a traders' show ground, royal museum, five star hotel, etc) are being considered.

This concept note presents a vision of a long-term restoration and transformation of the palace titled, "Culture and Development Resource Centres (CDRC)". However, it does not include the renovation of the residential palace and development of Kabaka's Lake.

2 WHAT ARE CULTURE AND DEVELOPMENT RESOURCE CENTRES?

The vision of CDRC programme goes far beyond restoring the palace to the *status quo* in 1966, instead, with the aid of science and technology, the proposed seven CDRC will aim to transform the palace into a modernized hub of activities geared to projecting all major aspects of Buganda culture, namely, the monarchy, clans, counties, administration, indigenous technology, performing arts, leisure and sports. Some of the products such as crafts, musical instruments, tools, pieces of fine art, etc) will be collected and preserved as they are while others (historical records, information on clans/ totems, music, dance and drama etc) will be used to process an array of new products (paintings/portraits of all Buganda kings and others, CDs/videos on the biology and socio-economics totems, etc.

The products at CDRC will facilitate the promotion of Buganda culture in line with contemporary culture and make these institutions relevant to people of different backgrounds while preserving their core role in Buganda. The products and related information, to be presented in graphic forms (books, pamphlets, posters, sculptures etc) and electronic forms (CDs, videos, etc), will be bought by an estimated 12 million Ugandan and foreign tourists a year, bring in a revenue of about US\$300, 000, 000= annually. Some of the products will be exported to Ugandans in Diaspora and millions of people abroad. CDRC will therefore make a worthy contribution to global civilization trade.

CDRC will perform multiple tasks functions, namely, preserve, conserve and modernize Buganda culture, generate and disseminate information, educate and entertain the general public and promote culture-based tourism, primarily for Ugandans and secondarily for visitors. Unfortunately, the immense potential for culture to enhance tourism and project Africans' self image has not been developed adequately. For example, Kasubi royal tombs are the only cultural sites in Uganda on UNESCO's list of protected world cultural heritage sites. Yet, there are more than 50 other deserving, but unpublicized, sites in Uganda. Despite this, Uganda is ranked the third most favoured tourist destination in Africa, mainly because of its unique natural attractions.

However, there are new encouraging initiatives. A case in point is Nuwa Nyanzi's description of visitors' reactions to his art exhibition in London during October 2006, depicting Uganda's animals, plants, fruits, and traditional artifacts. He wrote, "Many described the exhibition as a powerful, a cultural aye-opener, spiritually uplifting, a visual visit to Africa and Uganda in particular". Think of the impact of 50 art exhibitions mounted at CDRC each year. The development of culture-based products will not only add more sites on UNESCO's list, it will also raise Uganda's ranking as a tourist destination to a much higher position on the global scale.

CDRCs will also fill a gap in primary and secondary education systems, which do not include indigenous culture on their syllabi. As a result, Ugandans do not have a coherent understanding of their culture. *Apropos* of this, it is worth noting that, as a result of the abolition of the monarchy and destruction of the royal palace in 1966, over 60% of Ugandans alive in 1993 when the monarchy was restored, had only vague notions of the monarchy and royal palace. CDRC products will play a vital role in filling the gap in cultural literacy among Ugandans and millions of people outside the country. CDRC products will also be a cultural legacy for posterity. CDRC will be a paradigm for making culture a foundation for scientific and technological progress in Uganda and Africa.

3 GOAL AND OBJECTIVES OF RESOURCE CENTRES (CDRCs)

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3.1 Goal. The goal of CDRCs is to preserve, conserve, modernize and promote Buganda culture and monarchy and ancillary institutions through the development of educative, informative cultural products and services which also promote culture-based tourism for both local and foreign visitors.

3.2 Objectives. CDRCs will:

3.2.1 Preserve and conserve Buganda Culture and Monarchy (BCM).

3.2.2 Modernize BCM.

3.2.3 Generate and disseminate information on BCM

3.2.4 Produce BMC education material

3.2.5 Produce entertainment

3.2.6 Promote culture-based tourism to serve both local and foreign visitors

3.2.7 Generate revenue for supporting CDRC and Buganda Government programmes

3.2.8 Restore the palace as the hub of cultural and social life of Buganda

4 BENEFITS OF CULTURE AND DEVELOPMENT RESOURCE CENTRES

4.1 Restored and Modernized Royal Palace is Enabled to Play its Cultural Role

The restored royal palace will play its role as the spatial focus of cultural, political, social, and symbolic activities in Buganda kingdom. In addition, it will be modernized to host the planned Culture and Development Resource Centres as shown below.

4.2 An Array of Products and Services will be available at the CD Resource Centres

Cultural products and services, including brochures, pamphlets, books, paintings of the portraits of the 37 kings of Buganda and other objects, CDs on the biology and socio- economics of all the over 50 clan totems of Buganda and other topics, sculptures, posters, artifacts of traditional technology, will be exhibited, marketed and sold at CDRCs.

4.3 Information on Buganda Culture and the Monarchy will be made Available

Information from secondary and original sources will be compiled on the monarchy, traditional bureaucracy, technology such as body covers (e.g. bark cloth), military technology etc), profiles of the 37 kings, palaces, clan/national shrines, ordinary/royal musical instruments etc. This information will be used to promote cultural literacy.

4.4 Education of the General Public in Buganda Culture and the Monarchy.

Education should not target the mind only, but also character and behavioural change. The biological information on totems will aim to inspire people to conserve Uganda's fauna and flora. Similarly, information on traditional technological designs will inspire engineers and architects to design structures modeled on Buganda cultural traditions, as is the case in Asian countries. The products will be used for education in culture.

4.5 Culture-Based Tourism made available for Local and Foreign Visitors.

Culture-based products will be the centerpieces of tourism for 12 million visitors a year.

4.6 A Wide Range of Unique Amusements and Entertainment for the Public.

The products and services at CDRCs will have enormous amusement and entertainment value. For example, children will be thrilled to view on video the biological and socio-economic profiles on lions, civic cats, birds, monkeys and other totemic fauna and flora. Performing artists and traditional sports will give entertainment to low- income groups.

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4.7 Revenue from the Sale of Products and Services.

Revenue from the sale of products and services is potentially colossal. Countries such as France earn US\$5-7 billion annually from marketing their culture to tourists. By contrast, African countries, which market wild life as the major attraction, earn less than US\$200 million per annum. A strategic shift to [culture-based tourism backed by smart marketing can bring in US\\$300, 000, 000= annually, once CDRC are fully operational](#) (Table1).

used to serve other purposes such as raising funds for charitable work, advertisement, promotion of wildlife conservation etc.

Table1: Estimated Revenue (US\$) from Tourism

Revenue from Gate Collection

Foreign visitors Per day	Quantity Per yr	Gate Collection GC/day/visitor	Total income
10,000	3,365,000	50	182,500,000
East Africans			
20,000	7,300,000	1.0	7,300,000
Sub-total			189,800,000
Revenue from Local Sales			
90,000	32,850,000		32,850,000
Annual Revenue from GC& Sales Abroad			77,750,000
Gross Total			300,400,000
Uganda SHS			365,000,000,000

4.8 Creation of New Knowledge, Skills and over 500,000 Jobs

It will be necessary to train a critical mass of manpower in new lines of knowledge, research and other skills such as packaging and marketing culture for tourism, conducting biological and socio-economic studies of totems and disseminating it using ICT, advanced methods of assembling and conserving technological artifacts, etc.

4.9 Projection of Africans' self image to both Africans and outsiders. Several hundred thousand cultural products at CDRC and others exported abroad will project a positive self-image of the Baganda, Ugandans and Africans.

4.10 Multiplier Effects on the Economy. Making products and offering services will entail the creation of at least 500,000 new jobs for architects, contractors, performing artists, tourist guides, collectors and curators of traditional technological artefacts, researchers, accountants, to cite but a few. Products will be

5.0 BENEFICIARIES OF RESOURCE CENTRES

5.1 The Baganda. In addition to enjoying the benefits outlined above, the Baganda will gain a sense of belonging and be able to pass on a cultural heritage to their posterity

5.2 Other Ugandans and Foreign Visitors. Uganda lacks facilities providing low cost amusement, leisure, and sport. Since the Baganda share common cultural traditions such as clans with both other Ugandans and Africans, these groups and visitors from elsewhere will gladly access products at CDRC.

5.3 The royalty. CDRC will enhance their profiles through publicity.

5.4 Ordinary people will access low cost cultural and scientific information, educative tourism, amusement, and sports facilities lacking in towns and rural areas.

5.5 The Youth. Organised school tours will enable large numbers of the youth to use the services at CDRC more than other group, if for no other reason, they will live longer.

5.6 Researchers. The opportunity to generate massive volumes of required knowledge will present a vast intellectual goldmine, enabling researchers to enhance their careers

Uganda and Buganda Governments. Cultural products and services will boost the economy by creating new skills and jobs, developing tourism, generating revenue, etc.

6.0 Specific Purposes of Culture and Development Resource Centres

CRDC will fulfill specific purposes enumerated below.

6.1 Conservation and modernization of Buganda Culture and the Monarchy

6.2 Generation and Dissemination of New Information on Buganda Culture

6.3 Education of the General Public in Buganda Culture and the Monarchy.

6.4 Promotion of Culture-Based Tourism for Local and Foreign Visitors.

6.5 Provision of Entertainment to the General Public.

6.6 Creation of New Skills.

6.7 Generation of Revenue from the Sale of Products and Services

7 Information/Material for Making Products and Services at Resource Centres

Each CDRC will be tailored to generate unique information to be used in making products and services as described below.

7.1 Information/items required at the Buganda Resource Center

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Information will be generated and used to make products and provide services on Buganda as follows:

7.1.1 Physical setting (topography, climate, size, etc)

7.1.2 History and evolution

- Coalescence of the clan system into monarchy.
- Merger of the royal houses of Tonda and Kintu into one line of kings
- Territorial expansion and development of external trade
- Evolution into bureaucratic rule, its application to the rest of Uganda, etc
- Relationships between clans, bureaucracy and monarchy

7.1.3 Demography (population) and Economy (wealth, trade, industry, resources etc)

7.1.4 The Administration (parliament, bureaucracy, law and order etc.

7.1.5 Rites of passage (births, marriages, deaths, succession and inheritance)

7.2 Information/items, which will be Provided/Used at the Royal Resource Centre

Information will be generated and used to make products and provide services on:

- Origins/history, genealogies, names, titles of kings, princes and princesses
- Rules and practices governing royal rites of passage
- Rules of succession and clan affiliation of kings, princes and princesses.
- Royal palaces and shrines: locations, roles and hierarchy
- Roles (political/social/religious/economic) of kings, queens, princes and princesses.

7.3 Information, which will be Provided/Used at the Clans Resource Centre

Information will be generated and used to make products and provide services on:

- Origins and relationships with clans in neighbouring ethnic groups.
- Clan names, their meanings and gender dimension.
- Clan organization: patriline, exogamy, territoriality, totems, heredity, shrines.
- Clan transformation: localized/dispersed/ hereditary/ non-hereditary leadership.
- Clan relationships and functions relating to the monarchy, royal palaces, etc.
- Biology and socio-economics of clan totems and sub-totems.
- Clan demography and geographic distribution.
- Historical and contemporary clan achievements (monarchs mothered/trophies)

7.4 Information, which will be Provided/Used at the Counties Resource Centre

Required Information for making products and providing services on counties:

- Geo-physical and Economic Features of Counties.
- Origins, Evolution, Organization and Roles of Counties.
- Relationships between clans, bureaucracy, the monarchy and palace
- Structure of Counties
- Counties in contemporary Uganda administration system.

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- Counties (Kkoki and Buluuri) headed by hereditary rulers.

7.5 Information/items for Collection at the Material Culture Resource Centre

Uganda, like most of African countries, has not carried out systematic and comprehensive collections, classification and conservation of its rapidly disappearing material culture. Technological artefacts will be collected, classified and conserved as:

Body covers, decorations, shelters, implements, containers, furniture, weapons, etc. Three additional activities, namely, assessment of technologies used, duplication of artefacts at other institutions, and compilation of an inventory of famous inventors.

7.6 Information, which will be Provided/Used at the Fine Art and Performing Arts Resource Centre

Required Information to make products and offer services:

Fine art, music, dance, drama, musical instruments, oral literature, theatricals, etc

7.7 Information, which will be Provided/Used at the Leisure and Sports Resource Centre

Required Information: ways of spending spare time, hobbies, sports, etc.

8 PRODUCTS AND SERVICES TO BE ON OFFER AT RESOURCE CENTRES

Each type of information and item collected will be presented in different forms:

8.1 Products in Graphic Forms will comprise books, brochures, posters, paintings, maps, drawings, sculptures/portraits of kings and other people, etc.

8.2 Products in Electronic Forms: Dynamic forms of communication: films/CD/video

8.3 Material Culture Artefacts: Collections of traditional body covers and ornaments, shelters, tools/instruments, weapons, cutters, containers, furniture etc... will be on offer.

8.4 Other Products. Musical instruments, live performances of music, dance and drama

9.0 TIMEFRAME FOR DEVELOPING CULTURE AND RESOURCE CENTRES

CDRC Project Conception and development (June 2005-May 2007)

- Preparation of Ideas/Concept Note (CN), June 2005-June 2006, circulation to a few people for comment, suggestions and support (July-October 2006)
- Search for approval/support from Buganda Government, royalty, clan heads, and the Lukiiko. Use of social marketing to meet heightened expectations hyped by the press (November 2006-January 2007)
- Raising funds to support a stakeholders' planning workshop (December 2006-February 2007).
- Organization and holding stakeholders' planning workshop to discuss CN, secure donors' commitment to fund CDRC, (March 2007-May 2007)
- Preparation and submission of detailed proposal to donors (May 2007-June)

Project Implementation: 10-15 Years from date start up funds are disbursed.

Completion of putting all plans into effect will take long due to the long- term nature of a large proportion of activities.

10 STRATEGIES FOR DEVELOPING PRODUCTS AND SERVICES

Making products and services available will be the single most difficult challenge because empty CDRC will be useless. Careful thought must therefore go into developing strategies for achieving anticipated outputs. Four key strategies are suggested.

10.1 Social Marketing. Social marketing strategies will be used to meet heightened expectations from the general public hyped by the press and ensure they own CDRC,

10.2 Working through Existing Frameworks: Through collaboration, use existing institutions, (especially the Royal Mutesa University), manpower, funding channels, publications, music, art, and technological artefacts, record, etc to reduce costs and time.

10.3 Using the *Bulungi Bwa Nsi* Approach. To the extent that CDRC are cultural resources, the *bulungi bwa nsi* (collective action) strategy can be used complementarily with other approaches to do some of CDRC work.

10.4 Incentives and Awards. Suitable incentives and rewards such as public recognition and awards for volunteers and benefactors will be put in place.

10.5 Developing Structures and Infrastructure at Resource Centres. Initially, a minimum of structures, office space, exhibition halls, cafeteria and ICT facilities will be developed. Designs should reflect Buganda architectural traditions and should be planned in line with short, medium and long term needs.

11 THE ORGANIZATION AND MANAGEMENT OF RESOURCE CENTRES

Roles, structure, management and time frame for developing CDRC are described below.

11.1 Roles. Five different kinds of roles are proposed.

- Executive Director with overall responsibility for managing CDRC.
- Board of Directors will be primarily involved in quality control
- Programme Leaders (PL). Each PL will coordinate one of the following programmes: research, production, finance, ICT, and Administration
- Department Heads (DH). Each DH will coordinate work at one of the CDRCs
- Unit Heads (UH). Each UH will coordinate the work at task level

11.2 Organisation Structure will be a five-tiered system of delegation comprising the executive director, Board of Directors, programme leaders, department and unit heads.

Management: the Executive director, Board of Directors, Programme leaders, Managers of Finance, ICT, Production, and (7) CDRC.

12 ECONOMIC AND FINANCIAL MANAGEMENT AT RESOURCE CENTRES

12.1 Economic Viability. CDRC should be demand-driven, cost-effective and affordable by local people, self-reliant (after 5 years) and sustainable.

12.2 Financial Management will consist of a financial manager, accounts and auditors

12.3 Sources of Funding: CDRC will be financed by a consortium of public and private sector donors, charitable organisations, voluntary contributors, and revenue from the sale of products and services.

13 ISSUES OF OWNERSHIP OF RESOURCE CENTRES

The Katikkiro (Prime Minister) of Buganda recently clarified to the Lukiiko that Buganda as a state (or the Baganda collectively) own(s) the royal palace. The implication is that Buganda will also own the developments to the palace. However, this general, legal position should be elucidated by a concise legal framework to protect specific ownership of, and rights in land, revenue, products, services, infrastructure, intellectual property, etc

14 USES TO WHICH REVENUE WILL BE PUT

- 13.1 A CDRC Foundation will be set up to manage the 20% of revenue set aside.
- 13.2 Revenue will support CDRC work
- 13.3 CDRC Foundation will provide seed funds to culture-related initiatives such as clan-based zoos/botanical gardens, renovation of coronation site, other palaces etc

15 CLOSING REMARKS

This concept note has described a vision of culture and development resource centres aiming to restore and modernize the royal palace hosting seven CDRC at which products will be processed to depict all the major aspects of Buganda culture, namely, Buganda nation, monarchy, administration, clans, counties, indigenous technology/ material culture, performing arts, leisure and sports. The products, presented in graphic or dynamic, visual, audio forms will have immense educative, cultural, scientific, entertainment, economic and tourist value.

CDRC will therefore demonstrate the use of science and technology to build a bridge between the past, present and future and make culture relevant to people of different backgrounds. They would also be a worthy expression of Buganda's self image and a valuable contribution to global civilization and a legacy for posterity. CDRC will also show how culture can be a foundation and paradigm for achieving scientific and technological progress in Africa, and Uganda in particular.

Six organization and management issues designed to convert the vision of CDRC into reality have been addressed, namely, benefits and beneficiaries strategies, planning, organization and administrative framework, sound economic and financial management, ownership and uses to which revenue from CDRC will be put.

The concept of CDRC and the manner in which it has been presented need to be put to critical scrutiny, coupled with suggestions by His Majesty, King Muwenda Mutebi, other members of the royalty, Heads of Buganda Clans, Buganda Government and Parliament, the general public, scholars, professionals and experts in economics, biology, ICT, curatorial science, anthropology, performing arts, fine art, architecture, administration, Buganda culture, business, investment and donors. Finally, with the concerted effort and dedication of all these categories of people, supported by God's blessing, the vision of CDRC will be converted into reality.

Reviewer's Comments:

This is a concept paper of what could be done to facilitate cultural development, and how the latter might in turn lead to economic development. The entire enterprise appears to be Lubiri-based. Some Baganda have expressed reservation on commercialising the Lubiri, so this will be hard sell.

Aside from that, the author uses some overly optimistic assumptions for his projections. For example he has (indirectly) suggested that 50 art exhibitions per year could be held in the CDRC. This translates into one (1) exhibition per week of the year! This is just not realistic, given the preparation, publicity, etc that must be undertaken to make an exhibition successful.

The author suggests that portraits of 37 Kings of Buganda will be displayed in the CDRC. To the best of my recollection, photographs and/or sketches of only 5 Kabakas are known to exist: Ssekabaka Muteesa I, Ssekabaka Mwangi II, Ssekabaka Cewa II, Ssekabaka Muteesa II, and Ssaabasajja Kabaka Muwenda Mutebi II. So, from what source will portraits of the remaining 32 Ssekabakas materialize from?

The author suggests that the proposed CDRC will or has the capacity to generate revenue to the tune of \$300 million! This fantastic figure is based on the CDRC servicing 12 million visitors per year, which is simply unrealistic. Ugandans are not exactly renowned for their reputation as tourists, internally or externally. So, I assume that the author bases his projections on visitors from external sources. According to data available to me (Table (a)), between 1993 and 1997 the highest number of visitors to Uganda in any one-year was 176,000; of whom 103,000 were from Africa.

Let assume that tourist business has been booming in Uganda; and that in the 10 years since it has doubled. This would still be less than 400,000 visitors per year. If such visitors were to arrive at a steady rate in Uganda, they would still amount to about 1,000 per day. This is a far cry from the author's projection of fantastic 10,000 visitors per day that the author supposes in his Table 1.

Table (a)

Tourist Arrival In Uganda by Country of Usual Residence Country Year						
	1993	1994	1995	1996	1997	1998 (partial)
African Countries	59,193	75,679	98,025	103,279	70,186	35,131
All Other Countries	39,212	53,846	61,875	72,763	69,214	64,959
TOTAL	98,405	129,525	159,900	176,042	139,400	100,090

In Table (b) below, I give a breakdown of visitors at Entebbe in 1998 and at Busia & Malaba in 1997. I urge the author to get the latest data available and base his projections on those data, assuming that only half of such visitors will show up at the CDRC. Alternatively one might make projections by attaching a given probability to each category of visitors will show up at CDRC. A good rule of thumb to observe is that investors/donors are not nearly as naive as one might suppose they are. Finally, realistic sources of funding need to be *specifically* identified. AND, it is terribly naive not to expect opposition, interference and/or outright sabotage from Museveni's government on a project that potentially lucrative.

Table (b). Breakdown of Visitors by Source Country for 1997 (Malaba & Busia) and 1998 (Entebbe) **1998 ENTEBBE ARRIVALS**

Ugandan residents	Ugandan Non-residents	Ugandans Total	Non-Ugandan residents	Non-Ugandan residents from Western Europe	Non-Ugandan residents from Other Europe	Non-Ugandan residents from North America	Non-Ugandan residents from PTA	Non-Ugandan residents from Other Africa	Non-Ugandan residents Other/Not stated	Non-Ugandan residents Total	Total
47,152	2,847	49,999	13,767	31,347	418	11,790	27,437	12,278	12,940	109,977	159,976
1997 BUSIA & MALABA ARRIVALS											
2,282	436	12,718	1,084	1,072	15	369	10,255	1,105	832	14,730	27,448